**LOUISIANA TECHNOLOGY INNOVATION FUND PROPOSAL**
**AUGUST 15, 2003**

## I. Project Title

"Towards an Integrated Juvenile Justice Information System (IJJIS)"

## II. Project Leader

Ms. Suzy Sonnier
Executive Director, Louisiana Children's Cabinet
P. O. Box 94004
Baton Rouge, LA 70804
Phone: (225) 342-7806
Fax: (225) 342-7099
E-mail: sonniers@gov.state.la.us

## III. Executive Summary

The Children's Cabinet, in partnership with the entities listed in Section IV.G of this Application, is submitting this request for seed capital of $339,335 to implement in the public domain an integrated, XML web-based Juvenile Offender Information Network (JOIN) system based on national standards that will enable data sharing among statewide and local juvenile justice agencies involved with juvenile delinquency, traffic, formal FINS, probation, detention, and corrections (Figure 1) and that will provide the basis for the creation of a total Integrated Juvenile Justice Information System (IJJIS). The JOIN system will be operational within 21 months of the grant award.

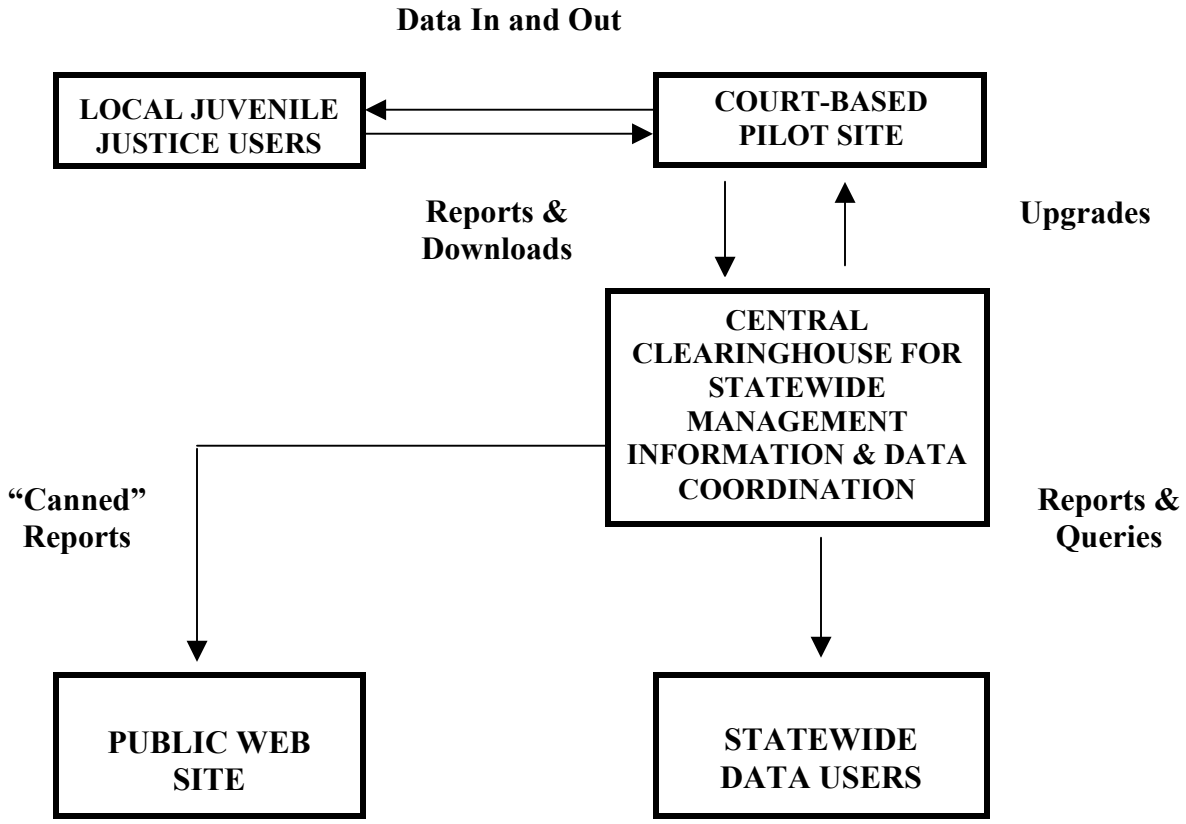



**Figure 1**

## IV. Description of the Project

### A. Project Narrative.

**1. Goals.** The goals of the project are: (1) to improve the efficiency and effectiveness of the processing of delinquency, traffic, and formal FINS cases by juvenile justice agencies at the local level through automated data sharing and case management; (2) to provide management information for statewide reporting, coordination, strategic planning, benchmarking, and evaluation of the juvenile justice system by the Children's Cabinet, the Louisiana Commission on Law Enforcement (LCLE), the Supreme Court, and other bodies involved with juvenile justice reform and restructuring; and (3) to provide a catalyst for the development of a total Integrated Juvenile Justice Information System (IJJIS).

**2. Outcomes.** The anticipated outcomes of the project are:

- The development of greater capacity within the juvenile justice system to rehabilitate and restore to society, as rapidly as possible, greater numbers of juvenile offenders through the application of more efficient and effective forms of sanctions and treatment programs as measured by average length of time in custody, average length of time under state supervision, year-by-year and comparative rates of initial pre-delinquency and delinquency, recidivism, improved school behavior and learning, and other such measures.

- The improvement of the juvenile justice system's efficiency as measured by the reduction of redundant data entry, the achievement of economies of scale, and improvements in the accuracy, quality, and timeliness of data.

- Making the system clearer and more accountable to the public through the provision of outcome results, workload measures, and other statistical information via the web.

- The reduction of delay in case processing through more effective case management by all juvenile justice agencies, especially with respect to scheduling, continuances, service of process, pre-trial processes, and dispositions.

**3. Results of the Solution**. The new technology will enable local juvenile justice users (see list of users in Paragraph 5 of this Section) to manage juvenile offender cases more efficiently and effectively. The management of docketing, calendaring, service of process, conditional release from custody, minute entries, documents, evidence, finances, compliance with orders and judgments, continuances, and case closing will be vastly improved. Juvenile justice entities will be able to assess risks and needs more effectively and to track cases, children, families, orders, judgments, confirmation of warrants, the results of adjudications and dispositions, service of process and notifications. Local juvenile justice agencies will also be able to plan and use data more effectively to improve pre-dispositional and dispositional sanctions and treatment programs. The project will also enable the Children's Cabinet, the Supreme Court, the Louisiana Commission on Law Enforcement, the Legislature, and other agencies involved with juvenile justice to improve their current reporting to federal agencies and to meet the mandates imposed by the Juvenile Justice Reform Act (Act 1225) and House Concurrent Resolution 56, both of 2003 Regular Session of the Legislation. These acts mandate, in addition to other matters: **(1)** data sharing among juvenile justice agencies (R.S. 46:1461-1464; R.S. 46:2605.2(A)(12)) and the provision of additional funding requests for technology capable of allowing the electronic sharing and integration of data and information relating to child protection, delinquency, Families In Need of Services (FINS), and other information relating to children, youth, and family (R.S. 46:2757(C)(f)); **(2)** the Education/Juvenile Justice Partnership Act (R.S. 17:251-252); **(3)** the development and implementation of a knowledge-based system of juvenile justice using strategic planning, research, benchmarking, and continuous policy and programmatic monitoring and evaluation (R.S. 46:2605.1(B)(3); (R.S. 46:2605.2(A)(1) and (A)(5)); and **(4)** the development and implementation of an Integrated Juvenile Justice Information System (HCR 56, p.9). In addition, the project will provide, via a website and in written form upon request, summary statistical

information to the public on the performance of the juvenile justice system, thus making the system clearer and more accountable to the general public.

**4. Sites.** The project will budget for a minimum of two pilot sites to be selected from among the User Group for installation, training, debugging, and tailoring of the system. Additional sites may be added depending on the availability of non-grant resources.

**5. Users.** The primary local users of the JOIN system will be the Juvenile Justice stakeholders involved with delinquency, traffic, and formal FINS cases (law enforcement agencies, clerks of court, prosecutors, defense counsel, social workers, informal FINS, schools, state and local probation workers, local detention, state and local correctional personnel, and treatment providers. The users of the data derived from the system will include the Children's Cabinet, the Louisiana Commission on Law Enforcement (LCLE), the Board of Elementary and Secondary Education (BESE), the Department of Public Safety and Corrections, other executive branch agencies, the Supreme Court, the Legislature, and the general public.

**6. Project Partners.** The Project Partners include the Louisiana Children's Cabinet, the Louisiana Commission on Law Enforcement (LCLE), the Office of Youth Development, Department of Public Safety and Corrections, the Supreme Court, and the members of the local project teams listed in the letters of support and participation attached to this proposal.

**7. Technologies.** The technologies to be used in the development of the JOIN system and the IJJIS include: an open architecture, client server-based case processing system, using browser-based input from laptops and workstations interfacing with local and remote SQL databases. The functionality of the system will be modeled after the National Juvenile Case Management Functional Requirement Standards adopted by COSCA/NACM. The JOIN system will provide for the electronic transfer of information between and among agencies and for eventual electronic filing in the future. Such information exchange will be accomplished through XML data elements approved by the State and based as much as possible on national standards from the Joint XML Data Dictionary. The system will also have end-to-end data security and integrity through centralized control and maintenance, virtual private networks, SSL, routers and firewalls. The system will link the case management technology to compatible "off-the-shelf" financial and accounting software and to modern courtroom technologies including word processing, graphical software, real-time court reporting, computer-assisted legal research, bar codes, imaging and optical character recognition (OCR) and other technologies. Reporting will be provided through pre-designed general formats for all case types and pre-designed specialized formats for the juvenile offender system, as well as through query software.

**8. Uses of the Technologies.** The above-mentioned technologies and features will be artfully combined into the kind of system depicted in Figure 2. It is the combination of technologies, processes, concepts, and the framework for new and more efficient and effective interactions that will constitute the innovation.

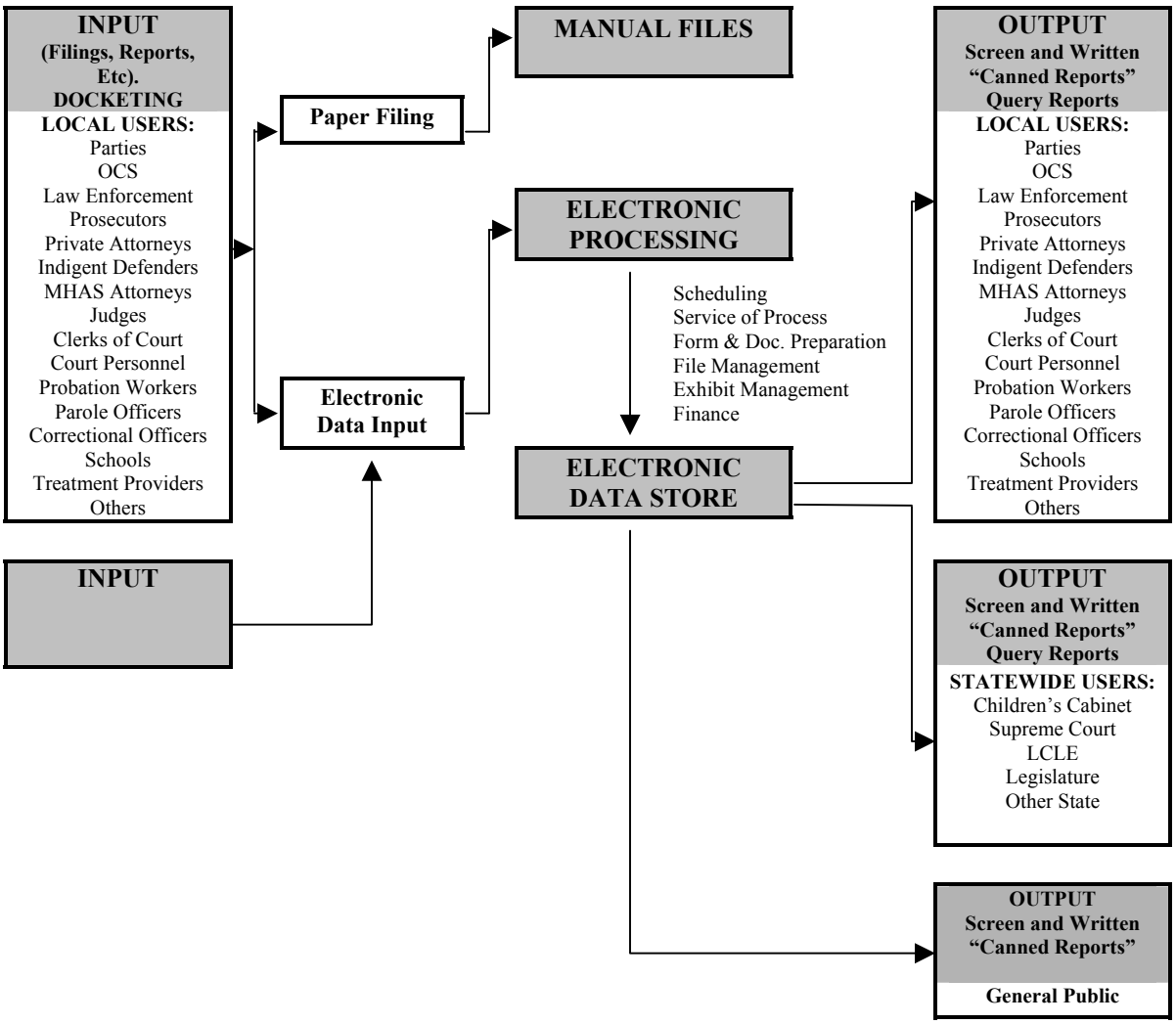

INPUT
(Filings, Reports, Etc).
DOCKETING
LOCAL USERS:
Parties
OCS
Law Enforcement
Prosecutors
Private Attorneys
Indigent Defenders
MHAS Attorneys
Judges
Clerks of Court
Court Personnel
Probation Workers
Parole Officers
Correctional Officers
Schools
Treatment Providers
Others
Paper Filing
MANUAL FILES
Electronic Data Input
ELECTRONIC PROCESSING
Scheduling
Service of Process
Form & Doc. Preparation
File Management
Exhibit Management
Finance
ELECTRONIC DATA STORE
INPUT
OUTPUT
Screen and Written
"Canned Reports"
Query Reports
LOCAL USERS:
Parties
OCS
Law Enforcement
Prosecutors
Private Attorneys
Indigent Defenders
MHAS Attorneys
Judges
Clerks of Court
Court Personnel
Probation Workers
Parole Officers
Correctional Officers
Schools
Treatment Providers
Others
OUTPUT
Screen and Written
"Canned Reports"
Query Reports
STATEWIDE USERS:
Children's Cabinet
Supreme Court
LCLE
Legislature
Other State
OUTPUT
Screen and Written
"Canned Reports"
General Public

**Figure 2**

**B. Use of Innovative Technologies.**

The proposed JOIN and IJJIS systems may be distinguished from other delinquency-based systems in Louisiana and from most delinquency and IJJIS systems in the nation by a combination of the following: (1) the system will be built in the public domain and will be made accessible to all juvenile justice users, as well as to other users who may wish to use components of the system for the development of other types of public information systems (e.g. adult criminal case tracking systems); (2) the system will be scalable and will efficiently support small, medium and large agencies using microcomputer and server technologies; (3) the system will support not only formal processes but also informal processes, such as diversion programs, alternative dispute resolution techniques (e.g. mediation), and restorative justice approaches (family group counseling, victim restitution, etc.); (4) the system will integrate, automate, and trigger all functional aspects of case processing (scheduling, service of process, financing, minute entries, tracking, form/document generation, etc.; (5) the system will have modular, open architecture allowing for greater portability and expansion; (6) the system will be web-based which will enable downloading via the Internet and will provide for easy understanding and navigation among screens by using point-and-click, function keys, drop-down menus, and other capabilities; (7) the system will provide complete help screen capabilities; (8) the system will provide for enhanced document management functionalities, including form and document generation, checklists, and automated minute entries; (9) the system will have end-to-end data security and integrity control through the database design, the use of encryption, and other controls; (10) the system will meet HIPAA and other privacy requirements; (11) the system will provide automatic ticklers, alerts, and notices; (12) the system will allow for case-type integration once the various stand-alone systems are combined and merged into a fully functional IJJIS.

**C. Multi-Agency Portability**

The initial partners comprising the project's Planning Team and User Group are: The Louisiana Children's Cabinet, the Louisiana Commission on Law Enforcement (LCLE), the Department of Public Safety and Corrections, the Supreme Court, and the members of the local public teams from the 9th, 14th, 16th, and 26th judicial districts and the City Court of Houma. As indicated in their letters of support and participation, the local project teams have all expressed interest in being pilot sites for the project. The project will encompass an open system design for both hardware and software to ensure the project's portability. As stated in the performance goals of Section F below, the goal will be to make the JOIN system and perhaps the entire IJJIS operational in three new jurisdictions per year in five years or in a minimum of fifteen sites in five years.

**D. Benchmarking Partners and/or Best Practices**

Currently, there are numerous private vendors who sell proprietary juvenile offender information systems. There are also several vendors who are building or who have partially built integrated juvenile justice information systems for states and large counties (see Attachment 2 - List of Systems). In general, these proprietary systems, while offering the benefits of expertise, have several limitations. They are "generic" or "canned" systems that have to be tailored to fit the law, terminology, and philosophy of the jurisdictions in which they are installed. Many are based on an "adult" criminal justice model that does not provide sufficiently for informal processes and other differences between "adult" criminal justice and juvenile justice. These systems require licensing and ongoing maintenance agreements that can be very costly. Usually, the vendors of such systems own the code and require that they alone make modifications to the system. Sometimes the vendors go out of business and leave a juvenile justice system with no support. Very often, the software development costs of proprietary-based systems are higher than systems developed in the public domain. On the basis of a cursory survey of proprietary and public domain systems, the software development costs of the proprietary systems were higher than the costs of the two state's developing integrated systems in the public domain – Alabama and Utah (see Attachment 1 - List of Systems). The benefits of the proposed Louisiana system, as compared to the systems in other jurisdictions, would include: (1) development in the public domain; (2) development in terms of the law, terminology, and philosophy of the Louisiana Children's Code; (3) a scalable and portable web-based system, built for a client server/micro-computer XML based platform that will

allow data sharing and eventual case integration and functional integration comparable to the functionalities being developed in other jurisdictions.

## E. Long-Range Planning

The Children's Cabinet is currently developing a strategic plan to guide its policy development. Data sharing and automated technologies mandated by the juvenile justice reform legislation are key components of that plan. This proposal requests seed capital to develop the integrated JOIN system which by itself would greatly assist the juvenile justice reform effort but which, when linked and merged with the stand-alone systems being developed by other entities, would create an integrated juvenile justice information system providing for scalability, data sharing, portability, and complete case and functional integration that will meet the performance goals described below.

## F. Performance Goal

*Performance Goal # 1*: The integrated Juvenile Offender Information Network (JOIN) system will be installed and tailored to meet the needs of at least two pilot sites within 21 months of the date of grant award. Thereafter, it will be a goal to install and tailor the system to meet the needs of at least three additional pilot sites per year or a minimum total of fifteen sites in five years. This goal will be measured by the following indicators: the number of users sharing data at each pilot site; the satisfaction of these users as measured by an annual review of their opinions regarding the system; and a three-year performance audit of the increase in efficiency and effectiveness gained by each site as a result of the system's use. *Performance Goal # 2*: Each pilot site will begin reporting data as required by the Children's Cabinet, the Louisiana Commission on Law Enforcement, the Legislature, and perhaps other entities within one year after the installation of each system. This goal will be measured by the increase in the quality and quantity of data reported by each site as determined by the receiving entity and by the three-year performance audit of the efficiency and effectiveness gained by each site as a result of the system's use. *Performance Goal # 3*: The JOIN system will be merged and integrated with the stand-alone systems being developed by the Supreme Court and potentially other users into the Integrated Juvenile Justice Information System (IJJIS) within two years of the completion of this grant and the first year of installation of the offender system within the pilot sites. Performance Goal # 3 will be measured in the same manner as Goals # 1 and # 2.

## G. Technical Approach.

**1. Technical Description.** The JOIN system will be developed using web-based software as the primary, front-end user-interface and SQL databases as the system's back-end. The system will allow users to begin sharing participant data and the results of common risk and needs assessments as early as intake. The system will automatically schedule events based upon the completion of prior events (e.g. the deadline for response due 30 days after service to respondent) and to create documents (e.g. notices, service of process, and calendars) associated with the scheduled events. The system will store and maintain the schedule of each section of court and each informal process, and will compile each individual schedule into a master schedule for the jurisdiction as a whole and into a docket master for each case. The schedules and docket masters will be accessible to authorized public users and attorneys through protected access. The system will generate forms and documents digitally for use by attorneys, judges and other users (e.g. DA petitions, attorney motions, etc.) and will provide risk and needs assessment tools for use by multiple users. The system will also automatically generate checklists for every type of proceeding, formal and informal and will use the checklists as the basis for the generation of automated minute entries and the automatic triggering and notification of other components of the system (scheduling, service of process, finance, etc.). The system will allow attorneys and judges to prepare orders digitally, and judgments immediately after each proceeding. The automated minute entries will also serve as a trigger for automatically adjusting the calendaring and for activating the preparation of service of process or other functions within the system. The system will have the capability of keeping track of the time spent on each type of proceeding and will aggregate and average these times into information for workload determinations. The system will track and statistically account for cases, children, families, and other case participants through all proceedings, formal and informal, including the transfer of cases from venue to venue, and cases on appeal. The system will also track the results of adjudications and dispositions, and keep track of the child and the family

throughout the dispositional period. The system will track pre-trial release, probation, and parole conditions, and will have triggers and alarms to alert users to compliance problems. The system will assist clerks of court in managing more efficiently court records and evidence. The system will generate required reports on a scheduled basis for use by statewide users, such as the Children's Cabinet, the Department of Public Safety and Corrections, the LCLE, and the Supreme Court; and it will allow authorized users to query the database through standard query software.

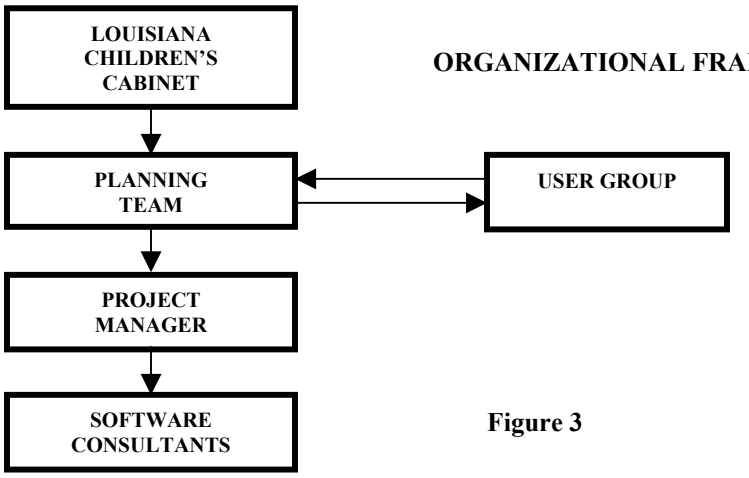
**2. Interoperability.** In addition to the basic terminal and printer output, the system will allow users to transfer information, as authorized per user, directly to and from certain portions of the database (the forms generation component, the statistical component, the docketing and scheduling component, etc.) through e-mail and encryption. To prepare for future electronic filing, the case management system will also include a "delayed docket queue" capability which (1) will serve as a cache of electronically filed documents and associated cover sheet information received by the court but not yet entered on the docket by the clerk of court, (2) that will give the clerk of court the ability to review, accept, reject, or call for the modification of the submitted document before its entry on the docket. The system will also allow use and integration with legal research technology, imaging and optical character recognition (OCR) software, graphics software. The system will also allow interfacing with standards-based financial and accounting software and will link such financial software directly to the case management system.

**3. Scalability.** The system will be scalable and will provide support to small, medium and large jurisdictions. The system will be table-driven and modularly-designed. Users that do not have the interest, capacity, or authority to use all of the system's functionalities may use some of its functionalities. Smaller courts will use web based interfaces and/e-mail to communicate with the larger system. Functionalities within the system may be switched on or off depending on the user's interest, capacity, or authority to use. The system will enable users to automate all or some of the case initiation and docketing functions of the clerk; or it will enable the clerk's existing system to share case initiation and docketing information with the system. The system, for example, will allow for e-filing and for the eventual development of a complete paperless system, if that is desired by the local users. It will also allow the system, if desired by the users, to contain some digital records, e.g. orders and judgments, as a back-up to the manual system which would continue to constitute the official record. The system, if desired, could also merely contain an index of the contents of the manual system, as a means of controlling against lost records.

**4. Maintenance of the System.** The system will be maintained from a central clearinghouse source. Only the central clearinghouse source will be allowed to change the source code. Local users will be allowed to tailor their systems in terms of input and output enhancements that will not require changes in the basic source code. The central source will upgrade the system as warranted by changes in law, the development of new reporting requirements, or the use of new technologies. The costs of the central source will be borne initially by the cost of the grant, by modest contributions from the users, and by the general funding appropriated to the central source. Upon merger into IJJIS, the system will be maintained by the IJJIS components receiving state and federal money for the maintenance of their respective sub-systems (e.g. drug court funding, court improvement funding, FINS funding, etc.), by the contributions of local users, and by federal funds.

## H. Implementation Approach.

The project will be managed by the Louisiana Children's Cabinet and organized as depicted in the organizational chart, Figure 3. The cabinet, through its executive director, will be responsible for the execution and management of all agreements, the submission of all reports to TIF, and the organization and management of the Planning Team, the User Group, the technical project manager, and the software developer. The Planning Team, co-chaired by the Executive Director and a staff person from the Supreme Court and consisting of programmatic and technical persons from state government, will be responsible for broad project planning from a programmatic point of view and for managing the technical project manager. The User Group, chaired by the Executive Director or a designee, will be responsible for identifying user needs and for reviewing and commenting on the project's planning and the system design. The technical project manager will be retained under a professional services contract, and will be chiefly responsible for the project's requirements engineering, quality assurance through product review, risk management, technical assistance and advice, and interfacing with the software designer on behalf of the Planning Team and the User Group. The software designer will be a vendor selected through an RFP or CSSA process.




**ORGANIZATIONAL FRAMEWORK**

**Figure 3**

The proposed implementation schedule is provided below. Key milestones are in bold. Reports will be sent quarterly and at the end of the project as shown below.

| Project Task No. | Project Task Description | Begin Date | End Date |
|---|---|---|---|
| **1.00** | **Planning and Organization** | | |
| 1.01 | Complete Development of **Preliminary** Flowcharts, Process Charts, Data Elements Functional Requirements, Juvenile Justice Glossary, Input Screens, and Output Reports | Month 1 | Month 1 |
| 1.02 | Organize and Orient Planning Team and User Group and Contract with Part-Time Technical Project Manager | Month 1 | Month 1 |
| **2.00** | **Selection of Software Consultant** | | |
| 2.01 | Revise and Expand Planning Documents Based on Review and Comment by Planning Team, User Group, and Project Manager | Month 2 | Month 2 |
| 2.02 | Draft Request for Proposals and Develop List of Potential Software Consultants; Provide Formal Notice of RFP and Send to List of Consultants | Month 2 | Month 2 |
| 2.03 | Convene Pre-Proposal Conference with Interested Potential Consultants; Deadline for Submission of Proposals, Review and Comment on Proposals by Planning Team and User Group. | Month 3 | Month 3 |
| 2.04 | Submit First Progress Report to TIF | Month 3 | Month 3 |

| | | | |
|---|---|---|---|
| 2.05 | Selection of Consultant by Planning Team and Notification of Respondents to RFP of Award. | Month 3 | Month 4 |
| 2.06 | Orientation of Consultant by Project Manager, Planning Team and user Group | Month 4 | Month 4 |
| **3.00** | **Development of Detailed Work Plan by Consultant with Project Manager** | | |
| 3.01 | Determination of Database Strategy; Security Requirements; Number and Type of Concurrent Users; Reporting and Compliance Issues | Month 4 | Month 5 |
| 3.02 | Develop Detailed Functional Specifications; Entity Relationship Diagrams, Reporting Formats, General Screen Layout; Modular Schematics. | Month 5 | Month 6 |
| 3.03 | Submit Second Progress Report to TIP | Month 6 | Month 6 |
| **4.00** | **Detailed Programming** | | |
| 4.01 | Create the Database Objects and Screens for Each Module | Month 6 | Month 8 |
| 4.02 | Create Code to Activate Screens | Month 8 | Month 10 |
| 4.03 | Submit Third Progress Report to TIF | Month 9 | Month 9 |
| 4.04 | Create Online HELP Modules | Month 10 | Month 11 |
| 4.05 | Perform Initial Usability Testing; Review Results; Make Needed Changes; and Integrate All Modules | Month 11 | Month 13 |
| 4.06 | Submit Fourth Progress Report to TIF | Month 12 | Month 12 |
| **5.00** | **Testing** | | |
| 5.01 | Perform Alpha Testing and Then Beta Testing | Month 14 | Month 16 |
| 5.02 | Submit Fifth Progress Report to TIF | Month 15 | Month 15 |
| **6.00** | **Documentation** | | |
| 6.01 | Develop Initial Documentation | Month 17 | Month 17 |
| 6.02 | User Review and Technical Review of Documentation | Month 18 | Month 18 |
| 6.03 | Submit Sixth Progress Report to TIF | Month 18 | Month 18 |
| 6.04 | Finalize Documentation | Month 19 | Month 19 |
| **7.00** | **Purchase of Equipment and Software for Pilot Sites and Central Site** | | |
| 7.01 | Purchase of Equipment and Software for Pilot Site | Month 19 | Month 19 |
| **8.00** | **Installation, Training, User Tailoring** | | |
| 8.01 | Pilot Site Installation; Training; and User Tailoring | Month 20 | Month 20 |
| 8.02 | Complete Implementation | Month 21 | Month 21 |
| 8.03 | Submit Seventh Progress Report to TIF | Month 21 | Month 21 |
| **9.00** | **Project Evaluation and Further Refinement of Software** | | |
| 9.01 | Evaluation by Project Manager, Planning Team, User Group, and Pilot Sites | Month 22 | Month 22 |
| **10.00** | **Project Closure** | | |
| 10.01 | Close Project | Month 23 | Month 23 |
| 10.02 | Submit Final Report to TIF | Month 24 | Month 24 |

## I. Assessment of Risks.

The risks of any project of this type include: (1) inadequate technical project management; (2) inadequate development or communication of the functional requirements of the project; (3) selection of a software designer who lacks the capability of meeting the functional requirements; (4) failure to build the system around the law as well as the users needs; (5) the potential lack of resources to sustain, enhance and further develop the system; (6) the obsolescence of the user-interface software and the database software; (7) insufficient user involvement and overlooked user classes; and (8) mission creep during development. These risks have been and will continue to be taken into account throughout the project's development. The project will retain under a professional services contract a technical project manager, who will be expected to assist the Planning Team in managing risk. The project already has available to it lists of data elements, digital criminal charge codes, process diagrams and process outlines, glossary of terminology, illustrative input and output screens, and draft functional requirements for delinquency, traffic, and formal FINS processes which the Planning Team will build upon to establish better understanding among its members, its User Group, its Project Manager, and its vendor for the final specification of functional requirements. The JOIN system will be built around the Children's Code but will use the User Group to ensure the meeting of local needs. The JOIN system will use standard web-based and database software from established vendors to ensure longevity and the ability to transition to future generations of software.

## J. Integration with Existing Technologies.

The system will dramatically improve existing resources and infrastructures. In addition to the integration described elsewhere in this proposal, the system will be able to use some of the components of the existing stand-alone systems developed and being developed by the Supreme Court and other entities, for example: the digital criminal charge codes already developed; the participant database already developed and built in a SQL database; the framework of the docketing, scheduling, calendaring and automated minute entry SQL table structures from these other systems; the probation and detention components developed in the public domain in Alabama and Utah (each state is willing to make this available to us); the use of Internet technologies; the use of a more scalable and inexpensive SQL rather than an ORACLE database approach; the use of the Legal XML Electronic Filing concept; and the conceptual framework of the checklists developed for each type of proceeding.

## K. Project Budget and Cost

### 1. Equipment.

**Central Server.*** One (1) database server will be installed at the Central Clearinghouse, (probably the Supreme Court). If housed at the Supreme Court, the server would be a contributed cost. If, for any reason, a decision is made to house the central clearinghouse at another location the approximate cost of the server would be $11,500.

**Local Servers.** Two (2) servers will be installed at each of two pilot sites. One server will be a database server with the capabilities of a Dell PowerEdge 2600 at an approximate cost of $7,500. The other server will be a web server with the capabilities of Dell PowerEdge 2600 at an approximate cost of $5,200.

**Workstations.** Two (2) workstations will be installed at each of the two pilot sites for access to the local servers. Each workstation will cost approximately $1,500.

**Routers.** One (1) router with the capabilities of a Cisco 2651 will be installed at each of the two pilot sites. Each router will cost approximately $3,000.

**Firewalls.** One (1) firewall with the capabilities of a PIX 515E will be installed at each of the two pilot sites. Each firewall will cost approximately $5,200.

**Switches.** One (1) switch with the capabilities of a Dell PowerConnect 5212 will be installed at each of the two pilot sites. Each switch will cost approximately $1,200.

Cost Summary:

| Item | Quantity | Unit Price | Total |
|---|---|---|---|
| Central Server* | 1 | $11,500 | $11,500 |
| Database Servers | 2 | $6,500 | $13,000 |
| Web Servers | 2 | $4,200 | $8,400 |
| Workstations | 4 | $1,500 | $6,000 |
| Routers | 2 | $3,000 | $6,000 |
| Firewalls | 2 | $5,200 | $10,400 |
| Switches | 2 | $1,200 | $ 2,400 |
| **Total** | | | **$57,700** |

*** See description above.**

**2. Software**

**SQL .** Each local site will have SQL software with licenses for ten (users). The cost of each software package will be approximately $2,500. The central clearinghouse will bear the cost of the SQL software at that location.

**Windows.** Each of the two workstations at each pilot site will have Windows software. The cost of each Windows package will be approximately $500.

**Microsoft Office Suite.** Each of the two workstations at each pilot site will have Microsoft Office Suite software. The cost of each Office Suite package will be approximately $302.

**Microsoft Software Assurance Subscription.** Each package of Microsoft software will have a Microsoft Software Assurance Subscription. The subscription is approximately 25% of the cost of the software.

Cost Summary:

| Item | Quantity | Unit Price | Total |
|---|---|---|---|
| SQL | 3 | $2,500 | $7,500 |
| Windows | 4 | $500 | $2,000 |
| Microsoft Office | 4 | $302 | $1,208 |
| Software Assurance | 11 | | $ 1,927 |
| **Total** | | | **$12,635** |

**3. Software Development and Installation, Tailoring and Training**

**Software Development.** The software developer consultant will develop and test web-based software to create the JOIN system at an approximate cost of $100 per hour and at an estimated total cost not to exceed $150,000.

**Central Clearinghouse Installation.** The software developer will install the software on the central clearinghouse server and will provide minor technical assistance, if needed. The cost of the installation and technical assistance will be $3,000 based on 30 hours of work at $100 per hour.

**Pilot Site Installation and Tailoring.** The software consultant will install the hardware, off-the-shelf software, and JOIN software on the servers at each pilot site, and will tailor the JOIN software to meet local needs. The cost of installation and tailoring is estimated to be no more than $25,000 per site.

**Training.** The software consultant will provide a minimum of 80 hours of training for staff at each pilot site at an approximate cost of $100 per hour and at an estimated cost not to exceed $8,000 per site.

Cost Summary:

| Item | Quantity | Unit Price | Total |
|---|---|---|---|
| Software Development | 1 | $150,000 | $150,000 |
| Installation-Central | 1 | $3,000 | $3,000 |
| Installation and Tailoring- Pilot Sites | 2 | $25,000 | $50,000 |
| Training-Pilot Sites | 2 | $8,000 | $ 16,000 |
| **Total** | | | **$219,000** |

**4. Professional Services**

**Project Manager.** A technical project manager will be hired under a professional services or consultative contract to assist the Planning Team and the User Group with the following: requirements engineering; risk management; quality assurance of the software; and interfacing with the software consultant. The project manager is expected to cost $100 per hour and will work approximately 480 hours on the project.

Cost Summary:

| Item | Quantity | Unit Price | Total |
|---|---|---|---|
| Project Manager | 480 hours | $100/hour | $48,000 |

**5. Other Costs**

**RFP Advertising.** The request for proposals will be advertised once a week for three different weeks in five daily papers in the state: The Baton Rouge Advocate; the Time-Picayune; the Monroe News Star; the Shreveport Times; and the Alexandria Daily Town Talk. In addition, the request for proposals will be sent to all known, interested vendors in

Louisiana and throughout the nation. The request for proposals will also be advertised through the State's LaPac network. The average cost of the advertisements is expected to be $300 per ad and $4,500 for the 15 ads.

Cost Summary:

| Item | Quantity | Unit Price | Total |
|---|---|---|---|
| RFP Advertising | 15 | $300 | **$4,500** |

## IV. Funding Requested

| Funding Category | Total Cost | Other Sources | Funding Requested |
|---|---|---|---|
| Equipment | $57,700 | $0 | $57,700* |
| Software | $12,635 | $2,500 | $10,135 |
| Software Development | $150,000 | $0 | $150,000 |
| Installation-Central Clearinghouse | $3,000 | $0 | $3,000 |
| Installation & Tailoring-Pilot Sites | $50,000 | $0 | $50,000 |
| Training | $16,000 | $0 | $16,000 |
| Project manager | $48,000 | $0 | $48,000 |
| RFP Advertising | $4,500 | $0 | $4,500 |
| In-Kind Costs** | ? | ? | $0 |
| **Total** | **$341,835** | **$2,500+** | **$339,335** |

* See description of central server under equipment in Section K.

** The time and travel expenses of members of the Planning Team and the Users Group will be provided to the project as an in-kind contribution.

## VI. Cost/Benefit Analysis

The Integrated Juvenile Offender Network (JOIN) Information System and the Integrated Juvenile Justice Information System (IJJIS) will allow local personnel, including juvenile justice law enforcement officers, judges, hearing officers, prosecutors, clerks of court, defense attorneys (particularly indigent defenders), MHAS attorneys, local and state case workers, local and state probation officers, state parole officers, local detention and state correctional officers, school personnel and other locally-oriented personnel in as many as 64 parish and 36 city jurisdictions, to share data and to better plan and manage their caseloads. It will also enable statewide policy entities, such as the Children's Cabinet, the Louisiana Commission on Law Enforcement (LCLE), the Legislature, the Supreme Court, and other bodies, to better coordinate and direct the juvenile justice reforms mandated by Act 1225 and HCR 56, to better comply with federal and state regulations, and to better assist local juvenile justice entities in complying with the provisions of federal law and the Louisiana Children's Code.

One way to analyze the costs of the JOIN project is to calculate the non-recurring and recurring average annual cost per site over a long-term period, e.g. five years, for 15 user jurisdictions (i.e. See Performance Goal # 1 in Section F of this Application).

**Average Annual Non-Recurring Cost per Site**

**Software Development.** Using the budget figures in Section L of this Application, the total non-recurring software development cost, including project management and software development, would be $198,000. If we divide this cost among 15 user jurisdictions, the cost per site would be $13,200 per site; and, if this development cost per site were spread over the five-year period ($13,200/5), the average annual cost per site for software development would be $2,640.

**Central Site Installation.** The total non-recurring cost for installation of the JOIN system at the central clearinghouse would be $3,000. The cost per site (16 sites including the central site) would be $187.50. The average annual cost per site for central site installation would be $37.50

**Pilot Site Installation, Tailoring. And Training.** The total non-recurring cost for installation, tailoring, and initial training in the local sites would be $495,000 ($33,000 per site times 15 sites); and the average annual cost per site for installation, tailoring, and training would be $6,600 ($33,000/5). Note: As greater experience is gained in installation and local tailoring, the costs should go down. They are set here at their initial levels of installation for illustration purposes.

**Local Equipment.** The total non-recurring equipment cost for the local sites would be $346,500 ($23,100 per site times 15 sites); and the average **annual**, non-recurring local equipment cost per site for the five-year period would be $4,620 ($23,100/5).

**Central Server.** The non-recurring cost of the central server, approximately $11,500, would be shared among four types of users of the IJJIS, including JOIN users. The costs allocated to JOIN users would, therefore, be $2,875; the cost per site would be $192; and the average **annual** cost per site would be $38.00.

**Off-the-Shelf Software.** The non-recurring cost of off-the-shelf software at the local sites would be $5,068 per site or a total of $76,013. The average annual cost per site for such software would be $1,014.

**Total.** Based on the above, therefore, the total average annual non-recurring cost per site of the JOIN system would be $14,950.

**Average Annual Recurring Cost per Site.** Annual recurring costs would include: the annual cost of a person to maintain the system, a cost that would also be shared among four types of IJJIS users, including JOIN users ($60,000/4 = $15,000 divided among 15 users = $1,000 cost per site); ongoing annual training at $600 per site; the amortization of equipment on a five-year cycle ($23,100 per site divided by five years =$4,620 per year); server maintenance (included in the purchase price for the first three years; 20% of purchase price in years four and five = $2,140 per site per year for years four and five); and annual software maintenance licenses ($3,503 per site

per year). While these costs will vary depending on the resources of each site and are time-sensitive because different user jurisdictions would become operational over a five-year period, let us assume, for purposes of simplicity, that the average **annual** recurring cost per site would be the same for all 15 user jurisdictions. The average **annual** recurring cost per site would be: system maintenance - $200 ($1,000/5); training - $600; equipment amortization - $4,620; equipment maintenance - $2,140; and software licenses -$3,503. The total average annual recurring cost per site, therefore, would be $11,063.

**Total Average Annual Cost per Site.** When we add the average annual recurring cost per site to the average annual non-recurring cost per site, the total average annual cost per site is $26,013 of which $2,840, or 10.9%, would be for software development and maintenance; $7,238, or 27.8%, would be for installation, tailoring and training; $11,418, or 43.9%, would be for equipment purchase, maintenance, and amortization; and $4,517, or 17.4%, would be for off-the shelf software and software maintenance.

The quantification of the average annual value of benefits per site is virtually impossible for us to calculate given the timing and purpose of this grant application. Suffice it to say, the value of the benefits is really a matter of judgment reducible to the following question: Is the average annual value of the benefits per site listed below greater than the average annual cost per site? The benefits are:

- **Reduction in delays caused by continuances, failure to release youth from custody in a timely manner, and failure to meet the mandatory timelines imposed by the Children's Code.**

  **Note:** In all proceedings, justice delayed often means justice denied. In juvenile proceedings, delay has even more serious consequences. Every delay in juvenile case processing results in the taking away of one of the child's most precious values – childhood itself. In addition, Every delay caused by a continuance means that the value of the time of those who were supposed to be involved in a scheduled hearing (the judge, the district attorney, the parties, the witnesses, the defense counsel, the court reporter, the server of process, the docket clerk, the minute clerk, and other court personnel) is lost, causing another hearing date to be set which then preempts the hearing of another potential matter. Continuances can be very costly to a jurisdiction, even in purely monetary terms In one juvenile jurisdiction, 962 of its 2000 cases in a year (48%) were continued for one reason or another. If every continuance represents a hearing taking on average 30 minutes to conclude, the total number of minutes wasted by the 962 continuances would be 28,860. If we then estimate the cost per minute of all those involved in a hearing, as shown in Figure 4, the total monetary value of the 962 continuances would be approximately $56,854.

  Furthermore, every delay caused by the failure of the system to release youth from custody, especially secure custody can also be very costly. According to the Annie E. Casey Foundation, it costs Louisiana approximately $157 per day to provide secure care to a youth. If early release or any release is delayed, for example, 30 to 60 days which frequently happens, the cost to the state of this failure to release the child as scheduled would be between $4,710 and $9,420.

  In addition, every delay in meeting the mandatory timelines of the Children's Code could potentially result in mistrials, unnecessary Appeals, and, in the case of compliance with the Adoption and Safe Families Act (ASFA), the potential loss of millions of federal funds.

- **Savings derived from the reduction or elimination of the inefficiencies in the current manual and existing electronic systems**.

  **Note:** The current processing of cases is rife with inefficiencies caused by manual processing or by the limited partial electronic process available in most jurisdictions. These inefficiencies include having the same data (name of child, address of child, telephone number, family members, school, etc.) entered over

and over again by each agency (law enforcement, district attorney, clerk of court, etc.), instead of capturing such information at one source and sharing it with other users. The current system has numerous inefficiencies associated with the manner in which data is filed and maintained. In some cases, files or filings within the manual files are lost because of improper file management control. Missing files can cause continuances, mistrials, and unnecessary delays in appellate proceedings. Many of our current, single-agency electronic systems contain untimely and otherwise inaccurate data. The quality of data can negatively affect decision-making, can cause delays in case processing, and can render reporting virtually impossible. A properly integrated system would enable and guarantee quality control by allowing each agency to reconcile its data with other agencies on a daily or weekly basis. More timely and better quality data would also provide better planning, monitoring, evaluation, and use of the data.

- **Data produced by an accurate, efficient electronic system should enable decision-makers to make better choices in their pre-dispositional and dispositional decision regarding diversion, treatment and other sanctions. If decision-makers knew what worked and what didn't work, they would be better able to target their decisions, their resources, and their attention to effective rather than ineffective actions.**

  **Note:** State resources are becoming more and more constrained, If we could direct these resources to effective and efficient programs where there is greater likelihood of success, we would reduce or eliminate waste, save money, and be more cost-effective. This is especially true if we are able through shared timely and accurate information to identify and intervene early in a child's life when there is greater likelihood of successful intervention. Modest gains (perhaps 1-2%) on the "front-end" in the prevention of child abuse, drug abuse, mental illness, truancy and school failure -- all of which are major sources of pre-delinquency, delinquency and later adult crime – would result in enormous savings to the state on the "back-end" and would, at the same time, provide earlier and more lasting stability to the children and families affected by problems.

- **Money obtained from this grant could be used to leverage more federal dollars to expand and build upon this system when completed and to build future ancillary components of the system.**

  Approximately $300,000 in federal dollars have already been devoted to basic research and design of the various components of the IJJIS. For every $3 of federal funds used, the State is required to provide $1 of match. So the $400,000 sought under this application could conceivably be used as State match, or at least as an incentive, to leverage as much as $1,200,000 federal dollars, should the applicant or another applicant be successful in obtaining further federal funding of the IJJIS project. The State's monetary commitment to the project through the TIF grant will, no doubt, strengthen all applications for federal funding.

- **Data produced by an accurate, efficient electronic system would also enable the general public to have accurate and timely data on the juvenile justice system's performance**.

  **Note:** the reporting of accurate and timely data is important for accountability. Accountability is important for public confidence in the effectiveness of policy and programming. Public confidence is the coin of the realm. Its value is beyond all other calculations.

**FIGURE 4**
**ESTIMATE OF THE COST OF CONTINUANCES**

1. Average Effective Year (Excluding Saturdays and Sundays (104 Days), 15 Holidays, 11 Administrative Days; 12 CLE Days; 14 Vacation Days) = 209 Days

2. 209 Days times 7.5 hours per day times 60 minutes per hour = 94,050 minutes

3. Approximate Annual Compensation (Salary)

| | | |
|---|---|---|
| Judge | - | $102,000 |
| Asst. DA | - | 35,000 |
| Public Defender | - | 30,000 |
| Court Reporter | - | 30,000 |
| Minute Clerk | - | 28,000 |
| Docket Clerk | - | 25,000 |
| Process Server | - | 20,000 |
| **Total** | **-** | **$270,000** |

4. Fringe Benefits @ 20% - 54,000

5. Total Compensation 24,000

6. Cost per Minute = $324,000 per year divided by 365 days =$887.67/Day
   = $887.67 per day divided by 7.5 hours = $118.36/Hour
   = $118.36 per hour divided by 60 minutes =$1.97 per Minute

7. 30 minutes times 962 continuances times $1.97 per minute = $56,854 or
   $59.10 per continuance

## VII. SIGNED STANDARD FORM

The information included in this proposal represents the best estimates, costs and potential for the innovative use of technology to improve juvenile justice in Louisiana. The letters attached to this Application will confirm the partnership established by the Children's Cabinet, the Department of Safety and Corrections, the Supreme Court, and the local teams. The Children's Cabinet will comply with all reporting requirements established by the Louisiana Technology Innovation Council.

_____

Suzy Sonnier
Executive Director, Children's Cabinet

**ATTACHMENT 1**

**FISCAL NOTE**

| | Expenditure Increase (Decrease) | | |
|---|---|---|---|
| **STATE COSTS** | **2003-04** | **2004-05** | **2005-06** |
| Personal Services | 0 | 0 | 0 |
| Operating Services | 0 | $10,135 | 0 |
| Professional Services | $123,600 | $140,400 | 0 |
| Other Charges | $4,500 | 0 | 0 |
| Equipment | 0 | $57,700 | 0 |
| Total State Exp. | $128,100 | $211,235 | 0 |

| | 2003-04 | | 2004-05 | | 2005-06 | |
|---|---|---|---|---|---|---|
| **PERSONNEL (By Classification)** | **No. Pos.** | **Av. Sal.** | **No. Pos.** | **Av. Sal.** | **No. Pos.** | **Av. Sal.** |

No change in personnel

**MEANS OF FINANCING FOR ABOVE EXPENDITURES**

| FISCAL YEAR | STATE GEN. FUND | AGENCY SELF GENERATED | RESTRICTED/ OTHER (specify) | FEDERAL FUNDS | LOCAL FUNDS |
|---|---|---|---|---|---|
| 2003-04 | $128,100 | | | | |
| 2004-05 | $211,235 | | | | |
| 2005-06 | 0 | | | | |

Narrative Explanation of Expenditure Impact

1) Implementation Costs
It is proposed that the installation expenditures for the pilot sites will be covered by the Technology Innovation Fund grant. Subsequent pilot sites may be funded with federal funding, funding from the user jurisdictions themselves, from a combination of these, and possibly from other state and local sources. Maintenance of the system will be provided as indicated in Section IV.G.4 by the central source.

2) Sources of Funds
With the exception of the $2,500 and possible donation of a server all funds for this project will come from the Technology Innovation Fund Grant.

State all assumptions and show all calculations. If there is no fiscal impact, clearly and completely explain why.

☐ See Continuation Sheet

**ATTACHMENT I**

**Revenue Increase (Decrease)**

| FISCAL YEAR | STATE GEN. FUND | AGENCY SELF GENERATED | RESTRICTED/ OTHER (specify) | FEDERAL FUNDS | LOCAL FUNDS |
|---|---|---|---|---|---|
| 2001-02 | | | | | |
| 2002-03 | | | | | |
| 2003-04 | | | | | |

Narrative Explanation of Revenue Impact

State all assumptions and show all calculations. If there is no fiscal impact, clearly and completely explain why.

Other than the funds related to the grant, this project has no impact on state expenditures, except perhaps as an eventual savings to state government.

☐ See Continuation Sheet

**CONTINUATION SHEET**

**EXPLANATION OF ESTIMATE:**

**EXPENDITURES: (Continued)**

State all assumptions and show all calculations. If there is no fiscal impact, clearly and completely explain why.

**REVENUES: (Continued)**

State all assumptions and show all calculations. If there is no fiscal impact, clearly and completely explain why.

☐ See Continuation Sheet

**ATTACHMENT 2**

**LIST OF**
**INTEGRATED JUVENILE JUSTICE INFORMATION SYSTEMS**

**STATEWIDE SYSTEMS**

**Alabama**. Alabama is developing an integrated IJJIS called JSS that will contain complete case and functional integration and that will allow for maximum data sharing. So far, the system includes intake, probation, detention, and correctional modules. The court modules are scheduled for development within a year. The system is built on a client server platform, is web-based, and uses SQL databases. The system is being built in the public domain, meaning that the software will be owned by the State of Alabama and may be shared with other users free of charge. The expected total cost of the system is about $1 million. *Contact: Cary McMillan @ 334-242-0381; 1-800-392-8097.*

**Arizona.** Arizona has developed an integrated system called JOLTS that contains delinquency, dependency, detention, and probation modules. The system has limited functional and case-type integration. It does allow for maximum data sharing. The system is built on an AS/400 platform, is not web-based, and uses COBOL as its primary language. The current software was developed by Anderson and is proprietary, however, Arizona may make changes to the code and does not have to pay licensing fees. Arizona intends at some point in the future to convert the system to a client server platform and to make it web-based. *Contact: Bobbi Chinsky @ 602-542-9949.*

**Michigan.** Michigan is developing a system called JJOLT that will have complete functional and case integration and that will allow for maximum data sharing. The system is near completion. It is being built on a client server platform, is web-based, and uses SQL databases. The system is proprietary and is owned by Global Vision Technology and licensed to the State of Michigan. The software development costs are estimated to be about $6 million. The annual licensing cost is about $240,000 per year. *Contact: Merry Perkins @ 517-256-7232.*

**Missouri.** Missouri is developing a system called MOJJIS that will have complete functional and case integration and that will allow for maximum data sharing. The system is near completion. It is being built on a client server platform. It is not web-based and uses ORACLE as its database. The software is proprietary and is owned by ACS. Michigan, however, does own the code but uses ACS to maintain the system. The software development costs are estimated to be about $5 million. The annual licensing fees are somewhere under a $1 mill. *Contact: Gary Waint @ 573-526-8316.*

**New Jersey.** New Jersey has for several years had an integrated system called FACTS that has complete functional and case integration and that does allow for maximum data sharing. The system is built on an IBM mainframe (IDMS) and uses COBOL as its primary language. A web-based user interface is connected to the mainframe. The system is in the public domain. *Contact: John Shutack @ 609-633-7210.*

**Utah.** Utah has had for many years an integrated mainframe system. However, it is currently developing a web-based system, called CARE, which is built on a client server platform. The software is being developed and will be owned by the State of Utah. The software development cost is expected to be somewhere between $2.5 million and $3 million. *Contact: Ron Oldroyd @ 801-578-3811.*

**LARGE COUNTY SYSTEMS**

**Cook County, Illinois.** Cook County, Illinois is developing an integrated system, called JEMS. Currently, the system only handles filings. The plan is to have a system that fully integrates functionalities and cases and that allows for maximum data sharing. The system is being built on an AS/400 platform and is not web-based. However, microcomputers will be able to access the mainframe system through protocols being developed. The system is being developed in the public domain, although part of its database structure is proprietary. The total software development cost, exclusive of planning, is now expected to cost about $3 million. *Contacts: Mark Dean-Myrda @ 312-433-6516; and Ty Miller @ 312-433-5099.*

**Fulton County, Georgia.** Fulton County in Georgia has almost completed the development of a Comprehensive Justice Information System (CJIS), which, one day, may include the juvenile justice system. The CJIS system is built on a client server platform but is not currently web-based. The system was developed and is owned by ACS, which also maintains the system. The software development cost of the entire CJIS system was approximately $18 million. The maintenance cost of the CJIS is approximately $10. Currently, the juvenile courts in Fulton County are using the JCATS system built by Canyon Solutions. *Contact: Tom Ulbricht @ 404-730-8103.*

**Jefferson Parish, Louisiana.** The Jefferson Parish Juvenile Court developed at least ten years ago an integrated juvenile justice information system in the public domain. The system is built on an AS/400 platform and uses RPG as its main language. It does, however, allow remote access to the AS/400 via the Internet of dedicated phone lines. The system has complete case and functional integration capabilities but its mainframe structure does not facilitate data sharing. Jefferson Parish has graciously given its system to the Rapides Clerk of Court and to the East Baton Rouge Juvenile Court who use some of the system's capability. *Contact: Scott Griffith @ 504-367-3500, Extension 211.*

**PROPRIETARY SYSTEMS**

**ACS Juvenile, Affiliated Computer Services.** ACS Juvenile is an integrated system based on the juvenile module of SCT's Banner software. ACS employs an open-systems technology approach and uses an ORACLE database. Its latest version is also web-enabled. The system provides for complete functional and case integration and for maximum data sharing, as demonstrated in Missouri and Fulton County, Georgia. *Contact: Ms. Melissa A. Rowe @ 1-800-772-0597.*

**JCMS, ISD Corporation.** On February 26, 2003, ISD Corporation announced that its web-enabled Juvenile Case Management System had been certified by the California Administrative Office of the Courts. The system combines juvenile delinquency and child dependency into a single system. It appears to provide full functional integration and to allow for maximum data sharing. The system runs on an NT or UNIX platform with Oracle and Windows 2000 web servers. *Contact: Mark Nielson @ 909-479-9401; John Mattley @ 909-479-9601.*

**JCATS, Canyon Solutions.** JCATS is a suite of programs (JCATS Courts; JCATS Public Defender; JCATS District Attorney; JCATS Detention; and JCATS Foster Care Review Board) that provides functionalities such as case management, tracking, scheduling, report generation, etc. and that allows for some data sharing. The software is web-enabled and can use SQL as well as Microsoft ACCESS databases. The system is currently being used in the Caddo Parish Juvenile Court to track cases. The ACCESS version of the system cost the court $30,000 and has a licensing fee of $3,600 per year. *Contact: Thomas Barrett @ 480-491-4850.*

**QUEST, Gottlieb and Wertz, Inc.** QUEST is a case management system that it totally web-enabled. It is intended to be hosted on a server and may use any standard database for its back-end. The system has complete functional and case integration and allows for maximum data sharing. It also assists in the identification of at-risk and families in the community. The system is used throughout Indiana and is also used in Baltimore, Md. and Broward County, FL. The system would have a one-time cost of $800,000 under an agreement allowing the state to make changes to the source code and to place the system in any jurisdiction within Louisiana. The annual licensing fee would be about 15% of the one-time cost. *Contact: Ron Wertz @ 317-471-9005.*

**RITETRACK, Handel Information Technologies.** RITETRACK is a proprietary system developed by Handel Information Technologies that provides multiple functionalities, including client, case and event management, scheduling, relationship management, treatment planning, assessment tools, document management, data mining and reporting, and other tools for use by youth intervention centers, juvenile courts, and treatment providers. The system is web-enabled and runs on a client server platform. The system is being used by the Orleans Parish Juvenile Court to track all case types except child dependency cases. The development and implementation of Ritetrack in Louisiana in ballpark figures would be $250,000 to $300,000. There would be a one-time fee per RiteTrack user license of $400-$500. Orleans Juvenile Court currently as 45 licenses. The monthly maintenance and unlimited customer service cost for the entire system and all users would be between $2,000-$3,500 per month, excluding any additional custom programming. *Contact: Joscelyn Herzberg @ 307-742-5555.*

**Other Systems: AiCMS, AmCad.** *Contact: Kevin Deeley. 727-736-7008*; **JCMS, Case Management Information Systems.** *Contact: Corey Johnson. 208-4268217*; **FullCourt, Justice Systems Inc.** *Contact: Ernie L. Sego. 505-883-3987*; **Magic JTS, Magic Software Enterprises.** *Contact: Glen Johnson. 800-345-6244*; **CMS, Proware.** *Contact: Randall R. Sadler. 513-489-5477*; **Sustain, Sustain Technologies, Inc.** *Contact: David Smith. 303-222-3031*; **FACTS, Tiburon.** *Contact: David Smith. 720-406-3223*.

**LETTERS OF SUPPORT**
**FROM PARTNERS**